

# OPMA403 Assignment 1

# Due: Thursday, May 27th, 2010 by 12 noon in drop box #20

for Janice B. Eliasson

Questions are from the course text:

Managing Quality – Integrating the Supply Chain, 4th edition by S. Thomas Foster, © 2010

The assignment must be word processed.

1. Cite examples in your own experience in which your expectations were met, exceeded, or not met in purchasing goods or services. If it is not obvious, briefly describe the business. How did you regard the company after your experience? *Note that your three examples do not have to be from the same company for each person.*

Give three examples (met, exceeded, or not) *per person* in your group. Each explanation should be at least 3-4 sentences. Set it up like:

Met

Gillian: My spouse and I were shopping for a new washer and dryer set at Sears. The manager was the only person working at the time and we were not the only people in the store. He was very knowledgeable about the product he was carrying and was able to answer any questions we had. At the same time he acknowledged the other customers in the store and told them that he would be right with them. When purchasing the washer and dryer, we were not approved for the full amount. The manager made an effort to make sure that we could purchase the washer and dryer and persisted with the credit company. I was very pleased with the service, however I would not expect anything less when you are a manager, or working on commission.

Exceeded

Gillian: I was shopping for running shoes at Champs. I explained to the gentleman that I was interested in a particular type of shoe. He went on to tell me that this type of shoe was actually not good for running at all. He made a recommendation on a pair of shoes that would better suit my needs. He let me try on any color and size and he let me compare it to other styles. He completely devoted his attention to me and even threw in a couple of pairs of socks and a 10% discount in the end. I was very happy with the service and am very happy with the shoes.

Not Met:

Gillian: My friends and I were eating dinner at Boston Pizza and one of them has a severe peanut allergy. We had asked the waitress it if was okay for her to eat and she assured us it was. Sure enough my friend ended up having an allergic reaction and we had to call the ambulance. While we were waiting for the ambulance to arrive, we had to stab our friend with an epi-pen in the middle of the restaurant. We went to talk to our waitress and she insisted on us to pay the bill. After we spoke to management he did not proceed to do anything for her. We were in such a rush that we did not argue the situation. I was extremely annoyed with the situation, considering my friend could have died.

1. Choose a business that you are familiar with. **Chili’s Bar and Grill**
   1. Identify it and briefly describe it (type of business, location(s), # of employees and/or revenue).

**Chili’s is a restaurant chain that exists all over North America. However I will focus specifically on the ones located in the Calgary Airport as they are run very differently than most. There are 2 locations and currently around 40 employees for both. They have combined sales of around $10,000 to $15,000 a day.**

* 1. Consider Deming’s 14 points. For five of the points, list them and briefly describe them. For each point, discuss how it is currently implemented or could be implemented at this business.

1. **Create a Constancy of Purpose: Aim is to become competitive, stay in business and provide jobs, profits will follow. Chili’s needs to work on this area a little better as they are not very competitive compared to other restaurants regarding price. Everything they sell is completely overpriced, causing customers to be dissatisfied. They are sucking every penny they can out of the customer in order to receive more profit.**

**3. Cease mass inspection: build quality into the product with quality at the source. Chili’s is inspected by a company called Ecosure and they did not always do so well during this inspection. Finally the management made a list of everything that needed to be done daily in order for the company not to fail during this inspection. Since then, they have received very high scores.**

**5. Constantly Improve the System: Continuous improvement in production and service management. Chili’s currently has a GEM survey which stands for Guest Experience Management. This survey can be filled out online by any customer at Chili’s. They are asked a few questions based on their experience. These surveys come back to management in order to make sure we are all doing our job properly or if we need to improve on anything in particular.**

**6. Institute Training on the Job: Specific job skills as well as statistics for problem solving. Chili’s has an extensive training program laid out for all new employees. They also make sure that every time a process or product has changed their staff is aware of the change and is trained for this change.**

**7. Improve Leadership: Leaders need to provide both leadership and guidance, not just supervision and work direction. The management at Chili’s does not just stand around watching the employees work hard, they actually pitch in with everything to make sure they are either doing it properly or just to assist during rushed times.**

* 1. Considering your response to b), what might this mean for approaches to improving the quality of this particular business?

**Chili’s definitely has made an effort to improve its processes and product. Over the last five years they went from being out of most food, which is not good for a restaurant, to actually meeting and sometimes exceeding the expectations of their customers. The company does still need to make some changes in order to become a leader in the business but they are definitely on their way.**

1. Pareto Chart

Research into causes of excessive “time in system” for packages in a distribution centre have revealed data on the most common causes.

a) Prepare a Pareto Analysis graph in Excel for the following data. Ensure to include the appropriate chart/table that was used as the data for the graph.

|  |  |  |
| --- | --- | --- |
| **Cause** | **Details** | **# of occurrences** |
| Conveyor belt jammed | Conveyor belt stops when a package blocks a route | 15 |
| Label fell off package | Package goes “round and round” conveyor system | 42 |
| Label on bottom of package | Scanner can only read sides of packages | 17 |
| Damaged package | Package had to be manually repaired before re-entering system | 5 |
| Truck is late | There is no truck at the dock to put the product on | 27 |
| Package is too heavy | It must be re-packed to not exceed the maximum weight | 51 |

b) Give at least two suggestions to help address *each of the two most common* causes.

**Package is too heavy: The Company could look at different types of packaging. Maybe if they are using bubble wrap, they could switch to Styrofoam. They could also find a lighter cardboard for the outside. It all depends on what they are currently using to package the product at the time.**

**Label Fell off Package: The Company could look at different types of adhesives to use for the labels. They could also use some sort of stamping device to stamp the label right onto the packing rather than sticking something on.**

1. Print out the list of winners of the Canada Awards for Excellence for 2009. Highlight/indicate the winners from Alberta.

|  |  |
| --- | --- |
| **2009** |  |
| **Order of Excellence Award** | * **Diversicare Canada Management Services Co., Inc.,** Mississauga, Ontario – Quality * **Region of Peel,** Brampton, Ontario – Quality |
| **Quality Award** | * **ASRC Energy Services Tri Ocean Engineering Ltd.,** Calgary, Alberta – Gold Trophy * **City of Prince George,** Prince George, British Columbia – Gold Trophy * **Manulife Financial - Individual Wealth Management Operations,** Waterloo, Ontario – Gold Trophy * **Ontario Ministry of Northern Development, Mines and Forestry,** Sudbury, Ontario – Gold Award * **Ontario Parks, Ontario Ministry of Natural Resources,** Peterborough, Ontario – Gold Award * **Pulp and Paper Health and Safety Association,** North Bay, Ontario – Gold Award * **City of Dawson Creek,** Dawson Creek, British Columbia – Silver Award * **CMA Canada,** Mississauga, Ontario – Silver Award * **OTIP RAEO,** Waterloo, Ontario – Silver Award * **Social Services Department, Regional Municipality of Durham,** Whitby, Ontario – Silver Award * **Revenue Operations & Client Services Branch, Corporate & Quality Service Division, Ontario Ministry of Finance,** Oshawa, Ontario – Bronze Award |
| **Organizational Quality and Healthy Workplace® Award** | * **Ceridian Canada - LifeWorks,** Markham, Ontario – Bronze Award |
| **Healthy Workplace® Award** | * **Calian Technologies Ltd., Business and Technology Services Division**, Ottawa, Ontario – Gold Trophy * **College of Registered Nurses of Nova Scotia**, Halifax, Nova Scotia– Gold Trophy * **Pfizer Canada Ltd.**, Kirkland, Quebec – Gold Trophy * **Region of Peel**, Brampton, Ontario – Gold Trophy * **Seaview Manor Corporation**, Glace Bay, Nova Scotia – Gold Trophy * **Research In Motion**, Waterloo, Ontario – Silver Trophy * **Windsor Regional Hospital,** Windsor, Ontario – Silver Award |
| **Healthy Workplace® Award for Small Business** | * **Centre for Health & Safety Innovation,** Mississauga, Ontario – Silver |



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(in Scurfield Hall, OPMA 403 drop box #20)

# Instructor: Janice B. Eliasson

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| Question | Mark | | Maximum |
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| 2 |  | | 15 |
| 3 |  | | 16 |
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| Cover page |  | | 1 |
| Total |  | | 50 |
|  | Group Number\* | |  |
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| Last Name (in alphabetical order) | | | First Name | | |
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*\* group number to be assigned by instructor after assignment submitted*